

TO: Assistant to Deputy Director for Administration
FROM: Task Force
SUBJECT: General Problems Requiring the Development of
Agency Policy and Procedures

1. As the result of a general review of the situation, the Task Force is of the opinion that one of the principal needs of the agency is the clarification on further development of policies and procedures governing the agency's relationship with its employees, agents, military personnel and consultants.

2. Of particular importance are the subjects listed below:

a. Definition of rights, privileges and benefits of employees.

- (1) Determination as to the creation of a CIA "Foreign Service".
- (2) Legal and security aspects of dual retirement deductions.
- (3) Adoption of a consistent leave system.
- (4) Extra benefits for hazardous duty.
- (5) Payment of "hardship" post differentials.

b. Definition of rights, privileges and benefits of agent personnel (staff, career, field, etc.).

- (1) Basic principle pertaining to salary, allowances, leave, retirement, compensation and death benefits, service credits, post differentials, cover equalization allowances, travel per diem and related expenses, incentive and bonus payments.

c. Definition of rights, privileges and benefits of military personnel assigned to CIA for duty.

- (1) Basic principle pertaining to allowances, medical care and hospitalization, travel per diem and related expenses, cover equalization allowances.

d. Definition of rights, privileges and benefits of consultants (overt and covert).

- (1) Basic principle pertaining to salaries, allowances, retirement, leave, service credits, travel per diem and related expenses.

3. It is believed that comprehensive policies, principles, and standards should be developed for each category of personnel covering each type of monetary

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or other benefit under various types of situations and circumstances. Unless or until such policies and principles are established, there exists no sound basis for the formulation of detailed controls or procedures. It appears that the confusion and practical difficulties presently being experienced arise primarily from the fact that our detailed procedures are not firmly grounded on basic standards and principles. The following approach to the problem is recommended:

a. Develop a comprehensive statement of principles representing the agency policy on granting of monetary and other benefits to various categories of personnel under various situations and circumstances.

b. Determine the areas or levels at which discretionary or interpretative determinations will be made.


c. Develop detailed instructions and procedures covering the methods which will be employed in administering agency policy.

4. Other general problems which it is believed require priority attention with respect to the clarification or further development of agency policies and procedures, are as follows:

a. Development of operational security standards and criteria governing the maintenance of administrative support records, accounts, and related data 

b. Determination of the type, form, and frequency of administrative reports and accountings required by agency administrative officials.

5. Various groups, committees and individuals are and have been working on one phase or another of these general problems. The Task Force wishes to concentrate on those problems which you consider most urgent and coordinate with, rather than duplicate the efforts of, those others already attacking these problems. We would therefore appreciate an opportunity to review the preceding lists with you in order to determine the issues which we should make our primary concern and those to which we should address ourselves only if the normal processes of policy and procedure development are not going to be productive.

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